



Strategic Roadmap: United States Air Force Professionalism

**** DRAFT ****

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"The trust placed in our AF Profession and Airmen as professionals, stands firmly on the bedrock of our core values; integrity, service and excellence. We are trusted servants to our nation and must demonstrate character, competence and judgment at all times. The Roadmap lays the foundation for every Airman to commit to enhancing a culture of shared identity, dignity, and respect."

-- Deborah Lee James, Secretary of the Air Force



"The concept of professionalism isn't new to our Air Force. It's deeply rooted in our core values and underpins everything we do to Fly, Fight and Win. But professionalism is something that deserves constant and deliberate attention; this roadmap will provide that attention. It outlines the effort that will ensure we highlight and sustain the value of professionalism among Airmen today and in the future."

-- General Mark A. Welsh III, Air Force Chief of Staff



"As Airmen we step to a higher calling and hold ourselves to the highest standards. Our nation expects us to stand firmly in our core values and represent our country as professional Airmen. We must be always walking along the professional path. It's the path to a stronger Air Force, the path to victory."

-- CMSAF James A. Cody, Chief Master Sergeant of the Air Force

Introduction

The U.S. Air Force and its Airmen wield our nation's most powerful and responsive weapons. Every member of the United States Air Force team: active duty, guard, reserve, and civilian, are entrusted with the responsibility of U.S. national security. We each provide vital skills to help ensure the Air Force is ready to answer our nation's call. The trust placed by the nation in our Airmen rests upon confidence in the character and competency of the men and women who serve. To continue this trust we must maintain and project power within the boundaries of a very sacred and honored Air Force ideal...one based on our Core Values of *integrity*, *service*, and *excellence*. Guided by these Core Values, the Air Force will continue to develop and inspire our Airmen within the profession of arms.

Our aspiration to be worthy of the nation's trust through actions consistent with our Core Values can be summarized in one word: professionalism. As a service we maintain the trust of our nation by daily integrating our Core Values into mission accomplishment, infusing professionalism into everything we do. Professionalism describes who we are as a service; how we conduct ourselves and live our lives; and it defines the standards to which all Airmen will be expected to adhere and exceed. Professionalism is about learning to lead oneself...it is not just about what we do but also how we do it. Professionalism within the Air Force is framed by the requirement for trust, loyalty, dignity, and personal commitment. For the Air Force, professionalism is the heart and soul of who we are and whom we aspire to be every day. Our sense of professionalism underlies the pride we feel when we say *I am an American Airmen*.

This Roadmap is universal and reaches across every element and operation within the Air Force. Whether in combat or peace, at home or abroad, on or off duty, Air Force Airmen must hold true to the sacred trust our institution requires. A trust that respects all our fellow Airmen, strives to bring out the best version of our people, commits to a higher calling of service, and holds fully accountable those who fail to maintain the honor our standards demand. As Airmen we must continually seek to deepen and foster our commitment to high personal standards of conduct. Ultimately, we must continue to instill and value professionalism as our hallmark for shaping and sustaining Air Force culture today and well into the future.

Definitions

The **Air Force Profession:** (the *Context*)

A vocation comprised of experts in the design, generation, support and application of global vigilance, global reach, and global power serving under civilian authority, entrusted to defend the Constitution and accountable to the American people.

Air Force Professionalism: (the *Spirit*)

A personal commitment and loyalty to Air Force standards and expectations framed within an environment of shared trust and guided by the **Air Force Core Values**.

The **Air Force Professional:** (the *Identity*)

An Airman (active duty, reserve, guard or civilian) is a trusted servant to our nation who adheres to the highest ethical standards and is a steward of the future of the Air Force profession. Professionals are distinguished by a willing adherence to high standards of *character, judgment, and competence* at all times.

Professionalism Vision

*Airmen who
do the RIGHT thing - the RIGHT way - for the RIGHT reason*

The future of the United States Air Force rests on the degree to which we can continue to recruit, retain, and develop individuals committed to the profession of arms and USAF Core Values. Airmen must be trusted professionals with exemplary character, judgment, and competence, who hold themselves and their fellow Airmen accountable. As a profession, these characteristics are expected and directed for both individuals who serve in the USAF as well as for the institution itself.

Professionalism Mission

*Leaders forging professional Airmen
who embody Integrity, Service, and Excellence*

Every Airman including those who are leaders and those who aspire to lead will be vital to the process of developing our personnel. The USAF will proactively develop each of our Airmen within a professional culture requiring the highest degree of commitment toward institutional standards. Our standards require Airmen to make the right choices, guided by the USAF Core Values at all times.

AF Professionalism Roles and Responsibilities

Successful implementation of this strategic roadmap will depend on the commitment and engagement of every Airman. This strategic roadmap represents Air Force guidance that applies to operations across all service responsibilities and is designed to be both consistent and enduring for today and the future. In support of the *Goals*, *Objectives*, and *Desired Effects* that follow, this strategic guidance will be applied at all levels of operations throughout education, training, and experience through the development of specific *Lines of Effort* located in the Annex. The *Lines of Effort* will be the responsibility of multiple units and agencies across the Air Force, each building their professionalism programs to meet or exceed the guidance of this roadmap. This strategic roadmap provides centrally expected guidance for enhancing Air Force professionalism, while the Lines of Effort in the Annex will be locally developed and maintained to ensure applicability and relevance for specific geographic or mission area needs. The formal roles and responsibilities for USAF Professionalism are:

- 1. SECAF/CSAF:** Foster and communicate the continuous vision for an Air Force steeped in the Core Values and support an Air Force culture committed to the highest standards of the profession of arms.
- 2. AF/A1:**
 - 2.1 Advocate for resources.
 - 2.2 Establish policies guiding the design, development, and delivery of this Strategic Roadmap for USAF Professionalism.
- 3. Major Commands/Field Operation Agencies/Direct Reporting Units:** Implement programs and practices through *Lines of Effort* that explicitly support this Strategic Roadmap for USAF Professionalism.
- 4. AETC and USAFA:**
 - 4.1 Collaboratively develop and maintain this Strategic Roadmap for USAF Professionalism.
 - 4.2 Manage the information on professionalism lines of effort listed in the Annex, as required.

Air Force Professionalism Goals

Goal 1: Inspire a strong COMMITMENT to the profession of arms

Professionalism is based on a shared commitment to standards, Core Values, and the code of conduct. Professionals fully understand and embrace the sacred trust the decision to join the profession of arms requires. On and off duty, in peace and in war, Airmen embrace and live by the standards our institution requires.

Objective 1.1: Deepen the understanding of and loyalty to their oath as a personal commitment to national service.

Desired Effect 1.1.1: Airmen internalize the commitment to their oath of service.

Objective 1.2: Preserve the Air Force standards in times of peace and war.

Desired Effect 1.2.1: Airmen adhere to the laws of armed conflict and code of conduct.

Desired Effect 1.2.2: The institution and Airmen are held accountable for adherence to ethical and legal conduct.

Desired Effect 1.2.3: Airmen practice moral courage to hold one another accountable.

Objective 1.3: Inspire our Airmen through Air Force heritage to build pride, perspective, and ownership to meet challenges.

Desired Effect 1.3.1: Air Force heritage is linked to current, relevant topics.

Desired Effect 1.3.2: Today's victories are strategically communicated and establish tomorrow's heritage.

Goal 2: Promote the RIGHT MINDSET to enhance effectiveness and trust

Professionalism is based on one's commitment to the organization and its shared objectives. All Airmen must develop and sustain a positive attitude, enhance their understanding of airpower, and develop professional perspectives that will create and maintain the future force.

Objective 2.1: Strengthen an Airman's ability to connect Air Force Core Values with mission accomplishment.

Desired Effect 2.1.1: Commanders and unit leadership establish a climate consistent with Core Values.

Desired Effect 2.1.2: Airmen integrate Core Values with individual performance.

Objective 2.2: Foster the habits of mind that lead to moral courage and ethical judgment.

Desired Effect 2.2.1: Airmen exercise the character necessary to make sound decisions.

Desired Effect 2.2.2: The institution and Airmen act consistently and in accordance with Core Values to build trust.

Objective 2.3: Foster mental agility, adaptive behavior, and diversity of thought.

Desired Effect 2.3.1: Airmen use flexible and creative thinking to develop better solutions.

Desired Effect 2.3.2: Airmen understand and apply critical thinking skills.

Desired Effect 2.3.3: Organizations harness ingenuity at all levels through various forums.

Goal 3: Foster RELATIONSHIPS that strengthen an environment of trust

Trust is the foundation of the profession of arms. How we treat one another and how we strive to bring out the best version of our people will determine our ability to meet our shared objective of US national security. As a service, providing opportunities to build healthy relationships throughout the force requires leadership to appropriately prioritize resources and provide clear expectations and guidance at all levels.

Objective 3.1: Prioritize resources, at all levels, to equip leaders to enhance the professional environment for their Airmen.

Desired Effect 3.1.1: Leaders create opportunities for professional interaction and development.

Desired Effect 3.1.2: Airmen operate in a safe and healthy professional environment.

Objective 3.2: Prepare Airmen to develop and respect professional peer relationships.

Desired Effect 3.2.1: Peer-to-peer behavior remains professional on and off duty.

Desired Effect 3.2.2: Airmen are prepared to appropriately deal with negative peer pressure.

Goal 4: Enhance a CULTURE of shared identity, dignity, and respect

The Air Force must strengthen its identity as Airmen first, occupational specialty second. Airmen must understand their role in the enduring connection between Airpower and National Security. Within this shared identity, we must embrace a culture that preserves human dignity as a mission imperative.

Objective 4.1: Review, train, and enforce our Core Values and professional standards, institutionally and individually.

Desired Effect 4.1.1: Leaders ensure institutional policy, programs, and procedures remain consistent with Air Force Core Values and standards.

Desired Effect 4.1.2: All Airmen have a common understanding of Air Force Core Values and standards.

Desired Effect 4.1.3: All Airmen hold each other accountable for adherence to our Core Values and standards.

Objective 4.2: Build pride and identity as Airmen protecting US National Security.

Desired Effect 4.2.1: Individuals identify themselves as Airmen first, specialist second.

Desired Effect 4.2.2: Airmen understand and are able to articulate their contribution to the Air Force mission and US National Security.

Desired Effect 4.2.3: Airmen interact across specialties and Total Force in order to identify and attain common goals.

Objective 4.3: Continually operate in a way that is organizationally and personally inclusive.

Desired Effect 4.3.1: Airmen value human dignity and treat everyone with respect.

Desired Effect 4.3.2: Airmen seek and value the contribution of every Airman.

Glossary of Terms

Air Force Profession: A vocation comprised of experts in the design, generation, support and application of global vigilance, global reach, and global power serving under civilian authority, entrusted to defend the Constitution and accountable to the American people.

Air Force Professional: An Airman is a trusted servant to our nation who adheres to the highest ethical standards and is a steward of the future of the AF profession. Professionals are distinguished by a willing adherence to high standards of competence, character, and judgment.

Air Force Professionalism: A shared belief in and a commitment to honorable service based on AF Core Values that drive integrity first, service before self, and excellence in all we do, with a duty and obligation to act accordingly.

Airmen: All members of the Air Force family - officer, enlisted, and civilian. Everyone in our Air Force is critical to what we do.

Core Values: Integrity first, Service before self, and Excellence in all we do. The Core Values are more than minimum standards. They inspire us; remind us what it takes to get the mission done. They are the common bond among all professional Airmen, past and present.

Desired Effect: The desired strategic outcome supporting a goal or objective once it has been fulfilled. These are the foundation to developing LOEs and implementation strategies.

Goal: An expression of the desired future state of the Air Force in a particular area or theme. Goals define and prioritize broad direction and are inherently long-term in nature.

Line of Effort (LOE): These represent extensions beyond core processes or business as usual. These tasks and are designed to change the performance level of an objective and achieve specific goals.

Mission: Fundamental reason for being; purpose of the organization/effort, and why it exists beyond present day operations.

Objective: A major milestone or action required to achieve a goal. Objectives are specific action statements establishing what, not how.

Vision: Mental image of the future - the preferred end state - including how to approach the customer and satisfy the mission, how services are delivered, how to organize and manage people and other resources.

ANNEX - LINES OF EFFORT

| Line of Effort | Goal 1: Commitment | | | Goal 2: Right Mindset | | | Goal 3: Relationships | | Goal 4: Culture | | |
|-------------------|-----------------------|------------|------------|--------------------------|------------|------------|--------------------------|------------|--------------------|------------|------------|
| | Obj 1.1 | Obj 1.2 | Obj 1.3 | Obj 2.1 | Obj 2.2 | Obj 2.3 | Obj 3.1 | Obj 3.2 | Obj 4.1 | Obj 4.2 | Obj 4.3 |
| Line of Effort #1 | ✓✓ | | | | ✓ | ✓ | | | | ✓ | □ |
| Line of Effort #2 | | | ✓✓ | ✓ | | | ✓ | ✓ | | | |
| Line of Effort #3 | | ✓ | | | ✓✓ | □ | ✓ | | | | |
| Line of Effort #4 | | | | | | ✓ | | | ✓✓ | | ✓ |
| . | | | | | | | | | | | |
| . | | | | | | | | | | | |
| . | | | | | | | | | | | |
| Line of Effort #n | ✓ | | ✓ | | | ✓ | ✓✓ | | | | |

✓✓ = Strong Alignment with strategic objective

✓ = Alignment with strategic objective

PROFESSIONALISM LINES OF EFFORT WORKSHEET (TEMPLATE)

TITLE: Name of the Line of Effort (LOE)

DESCRIPTION

- Key message
- Short paragraph describing intent, purpose, and applicability of the LOE for professionalism

EXISTING PRODUCT/PROGRAM YES ☐ NO ☐

LOCATION OF PRODUCT

- Office
- Program/course
- Website

TARGET AUDIENCE

- List intended / target audience

DESIRED EFFECT(S)

| Line of Effort | Goal 1 Commitment | | | Goal 2 Right Mindset | | | Goal 3 Relationships | | Goal 4 Culture | | |
|----------------|----------------------|-----|-----|-------------------------|-----|-----|-------------------------|-----|-------------------|-----|--------------------------|
| | Obj | Obj | Obj | Obj | Obj | Obj | Obj | Obj | Obj | Obj | Obj |
| | 1.1 | 1.2 | 1.3 | 2.1 | 2.2 | 2.3 | 3.1 | 3.2 | 4.1 | 4.2 | 4.3 |
| LOE | | ✓✓ | | ✓ | ✓ | | | ✓ | ✓ | | <input type="checkbox"/> |

RESOURCE REQUIREMENTS

- Funding
 - Execution Year Funded Amount
 - POM requirements
- Manpower
 - Facilitator/Instructor
 - Support personnel
- Time
 - Development Time
 - Airman's Time
- Technology
- Facilities

MAJOR MILESTONES

- Significant dates for completion / implementation
- Production timeline
- Supporting lesson plan development
- Distribution plan

NOTES

- Insert explanatory notes as applicable

OPR: POC: Name, rank, DSN, email

OCR(s): POCs: Name, rank, DSN, email

PROFESSIONALISM LINES OF EFFORT WORKSHEET (EXAMPLE)

TITLE: Character One-Pagers

DESCRIPTION

- A tool for leaders to jumpstart conversations around the Air Force Core Values and topics relevant to members of the Profession of Arms
- Products are applicable to the officer, enlisted and civilian force structure
- Content tailored to introduce each topic in a way that is applicable to the perspectives, responsibilities, and conditions of each focus group
- Enlightened without the Academic feel. Leverages social media, trending Ted Talks, YouTube Videos, relevant news and academic articles, etc. to engage audiences
- Products are an easily consumable, thought-provoking resource
- Offer new insights and perspectives on familiar topics in order to foster new community dialogue that enhances culture.
- Applicable to personal and professional contexts

EXISTING PRODUCT/PROGRAM YES ☒ NO ☐

LOCATION OF PRODUCT

- Office
- Workshop/Seminar/Course
- Websites
- Social Media

TARGET AUDIENCE

- Enlisted
- Officer
- Civilian
- Major Commands
- AETC
- Air Force Academy
- ROTC

DESIRED EFFECT(S)

| Line of Effort | Goal 1 Commitment | | | Goal 2 Right Mindset | | | Goal 3 Relationships | | Goal 4 Culture | | |
|----------------|----------------------|-----|-----|-------------------------|-----|-----|-------------------------|-----|-------------------|-----|--------------------------|
| | Obj | Obj | Obj | Obj | Obj | Obj | Obj | Obj | Obj | Obj | Obj |
| | 1.1 | 1.2 | 1.3 | 2.1 | 2.2 | 2.3 | 3.1 | 3.2 | 4.1 | 4.2 | 4.3 |
| One Pagers | ✓✓ | | | ✓ | | ✓✓ | ✓ | | ✓ | | <input type="checkbox"/> |

RESOURCE REQUIREMENTS

- Manpower
 - Facilitator
 - Support personnel
- Time
 - Development Time
 - Airman's Time

MAJOR MILESTONES

- Lesson plan development
- Production timeline
- Distribution plan

NOTES

- There are 5 “One-Pagers” that are ready for pilot testing on the following topics: Courage, Duty, Humility, Loyalty, and Spirituality

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